



DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY, EUROPE, AND SEVENTH ARMY
THE COMMANDING GENERAL
UNIT 29351
APO AE 09014-9351

AEAGC-TD-OPD

9 May 2003

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: USAREUR Command Training Guidance, FY 04-05

1. Supersession. This memorandum supersedes memorandum, HQ USAREUR/7A, AEAGC-TD-OPD, 4 September 2001, subject: USAREUR Command Training Guidance, FY 02-03.

2. Purpose. This training guidance and enclosures provide the USAREUR Long-Range Training Plan for subordinate commanders to prepare their FY 04-05 training plans according to FM 7-0. This guidance supplements [USAREUR Regulation 350-1](#), the capstone training regulation in USAREUR. When combined, the FY 04-05 Command Training Guidance (CTG) and [USAREUR Regulation 350-1](#) form the basis for successful training in USAREUR. This document is linked to the overall USAREUR training strategy and incorporates our own service-component training, USEUCOM joint training requirements, and combined training with NATO and partnership countries.

3. Commander, United States European Command, Training Guidance.

a. To effectively support national defense requirements, USEUCOM must be able to provide combat-ready land, maritime, air, and special-operations forces to the Allied Command Europe (ACE) and to field U.S. Forces in theater for the full spectrum of operations. Current training concentrates on providing the knowledge and skills needed to sustain the coalition War on Terror while maintaining the ability to conduct full-scale contingency operations when required.

b. To reduce duplication of effort and maximize readiness, component-training programs must complement and smoothly integrate with the USEUCOM joint-training program. The joint-training program is designed to improve our readiness to operate in joint and combined environments successfully and to support our security-cooperation strategic concept.

c. Building and maintaining component core competencies remains the foundation of USEUCOM force readiness and will continue to have preeminence in this theater. In conducting core competency training, commanders should look for opportunities to execute joint, combined, and service interoperability training.

4. USAREUR Mission. USAREUR maintains a forward-deployed combat force trained and ready, prepared for immediate power projection in order to conduct and support the full spectrum of joint and multinational operations; conducts security-cooperation activities; protects U.S. Forces and resources; conducts sustaining-base operations; and ensures the readiness and well-being of its personnel—in theater or elsewhere as directed.

5. Mission-Essential Task List. The USAREUR METL is as follows:

- a. Provide and sustain trained and ready forces.
- b. Promote regional stability.
- c. Gain and maintain information dominance.
- d. Conduct theater power-projection operations (reception, staging, onward movement, and integration).
- e. Operate a strategic sustainment base.
- f. Provide for the well-being of our soldiers, civilians, and family members.

6. CG, USAREUR/7A, Intent.

a. General. USAREUR is entering into a period of major transition. With America's military engaged in the global War on Terror, the coming 2 years will bring significant challenges as both USAREUR and the Army transform for the future. Like never before, training excellence and deployment readiness will be essential to the accomplishment of our mission. Everyone in this command knows the requirement for well-planned and organized, tough, and realistic training—always conducted to standard. [*USAREUR Regulation 350-1*](#) has long been one of the Army's best guides to effective training. That regulation is our guide, and we will continue to train according to its provisions.

(1) Our training focus will be on the readiness of our major combat elements. Maintaining the war-winning readiness of these units and operating a strategic sustainment base are our most important objectives. To accomplish them, we must be able to rapidly deploy, redeploy, and reconstitute combat-ready forces. In addition, we must be able to quickly reconfigure and refocus our theater logistics capability. At the same time, we will protect the force and sustain quality of life for our soldiers.

(2) I am committed to reducing personnel tempo (PERSTEMPO) and decreasing the amount of time leaders are away from their troops. Making this happen requires us to accept some risk by letting commanders prioritize competing requirements to ensure that resources are provided for tasks that directly support mission accomplishment. We also need to maximize the training benefit of our exercise programs by synchronizing or combining major events and eliminating those with little or no training value. For the average unit, this will mean more leaders are present for routine events like command maintenance.

(3) Sustaining our training management systems will also be vital to our success. The Army has an effective, proven methodology in FM 7-0 and FM 7-1 that helps leaders concentrate their resources on the right tasks. Our quarterly and semiannual training briefings will continue to be the means for establishing training contracts between echelons of command. We want to ensure that units have as much predictability as possible in their lives and confidence in their training schedules—even during unpredictable times of war and conflict. I expect all leaders to continue to use the eight-step training model in the planning, preparation, execution, and assessment of training.

b. Training Priorities. USAREUR's training program encompasses the following three priorities:

(1) Service Training. First and foremost, units must be proficient in their core competencies and warfighting skills to be effective on the modern battlefield. A unit must have a strong foundation in its service competencies before it can effectively function in a joint or combined environment.

(2) Joint Training. Joint training is our second priority. USAREUR has two primary joint warfighting headquarters: V Corps and the United States Army Southern European Task Force (USASETAF). Both are manned and equipped to perform the tasks outlined in USEUCOM Directive 55-11. Our battlefields are complex and require participation by all service components. Through regular participation in USEUCOM's joint training program, we will continue to ensure the availability of capable land forces as part of the joint team. When participating in joint exercises, commanders will maintain the integrity of the units and headquarters involved to maximize the benefits of training.

(3) Combined Training. Combined training is critical to how USAREUR fights today. This training supports our security-cooperation strategic concept and programs. Combined training is essential to developing multinational forces. Commanders need to use the same rigorous standards in combined training as in service and joint training.

c. Balancing Requirements. Commanders need to schedule and develop activities that balance the requirements of all three training priorities. Regardless of the type of training event, it should be designed and structured to maximize the training benefit for the soldiers and units involved.

7. CG, USAREUR/7A, Training Guidance.

a. Service-Component Training. Our number-one training requirement in USAREUR is to prepare units to deploy, fight, and win in major theaters of war. We must be able to conduct and support a variety of missions, simultaneously or in rapid succession. Tough, realistic, and battle-focused—these are the watchwords that guide our training program.

(1) Weapons Qualification, Gunnery, and Maneuver Training.

(a) Individual and Crew-Served Weapons Qualification. A soldier's ability to effectively use his or her assigned individual or crew-served weapon in combat is critical. Commanders must use challenging and realistic marksmanship programs that train soldiers under various conditions, ranging from daytime, limited visibility, and nuclear, biological, and chemical (NBC) environments. Incorporate the use of organic night vision devices (NVDs) when conducting this training. Ensure that high-quality premarksmanship instruction (PMI) is the foundation of the training program. Maximize the use of training devices, such as the Weaponeer, the Engagement Skills Trainer (EST), and the Small Arms Virtual Trainer (SAVT), to reinforce and enhance PMI. Every soldier in USAREUR must qualify twice a year with his or her individual weapon as outlined in [USAREUR Regulation 350-1](#). The USAREUR goal is to have 50 percent of assigned personnel achieve expert qualification according to the standards of the respective weapon field manual. Leaders must understand the requirements of DA Pamphlet 350-38 in order to effectively determine and allocate the resources necessary to instill this critical skill. Units deployed in support of contingency operations (CONOPS) may qualify their individual and crew-served weapons in their respective area of operations.

(b) Gunnery Training. Our combat systems are the most accurate and lethal in the world. However, their effectiveness depends on the proficiency and skill of their crews. Commanders will use comprehensive, preliminary gunnery-training programs to prepare crews for annual and semiannual qualifications. Stress the importance of degraded-mode and battlesight gunnery techniques and provide training in these tasks using the variety of devices or simulators available for the corresponding weapon system. Crews must know how to "fight their weapon system" without hesitation if a given component fails or a capability is lost. M1A1, M2A2, and M3A2 crews and platoons will conduct their record qualification at the Grafenwöhr Training Area (GTA). Level I and II gunnery are part of the USAREUR "Road to CMTC" (Combat Maneuver Training Center) strategy outlined in [USAREUR Regulation 350-1](#). This regulation provides critical training events for heavy maneuver companies to ensure they are able to meet USAREUR's overall training objectives. Today's warfighting systems involve digital technology. For this reason, maintaining digital proficiency is just as critical as maintaining marksmanship proficiency; for some units (such as field artillery), it is even more critical. Even though we may have the best systems in the world, we must sustain our skills in order to achieve and maintain information dominance.

(c) 3-Day War. Commanders must maximize the use of all training assets in USAREUR to ensure platoons are trained to fight and win in combat. Battalion and squadron commanders will develop "3-Day War" scenarios for their platoons, based on their assessments, for execution before the CMTC Live-Fire Exercise (LFX). The intent of the 3-Day War is for platoons to train in one or a series of tactical scenarios that concentrate on exercising the platoon battletasks that directly support their company or troop METL. Battalion-level commanders will incorporate

table XII (day and night run) and a force-on-force scenario using training Aids, devices, and simulators (TADS) into the training event and will certify each platoon as trained. Commanders must also be aware of the effect of skills decay between their 3-Day War and CMTC rotation, and should conduct the necessary sustainment training to compensate. This best supports the USAREUR Training Strategy, which requires platoons to arrive at the CMTC at a “T” (trained) proficiency.

(d) CMTC Live-Fire Exercise. The USAREUR goal is for all commanders of infantry or armor companies and cavalry troops to conduct a CMTC LFX once each year. The challenge of deployments to the Balkans and available range time at the GTA may prevent us from meeting this goal. However, it is imperative that these company commanders be given the opportunity to live-fire their companies at least once during their command tour. The focus of this training will be on the company or troop under battalion-task-force or squadron control, with only one company or troop executing at a time. The LFX will take the form of a world-class, combined-arms exercise and involve CMTC Observer/Controller (O/C) coverage and instrumented training feedback. Battalion and brigade commanders will serve as senior O/Cs for this event. CMTC LFXs will be scheduled with the Seventh Army Training Command (7ATC) and posted on the Major Training Area (MTA) calendar ([encl 1](#)).

(e) Combat Training Center (CTC) Program. The CTC Program is the cornerstone of training in USAREUR. Its components include the Battle Command Training Program (BCTP) and CMTC rotations. Commanders will continue to base training programs at their respective echelons on these capstone training events.

1. The USAREUR goal is for commanders and battlestaffs of maneuver-battalion task forces, squadrons, and brigades to execute a CMTC rotation once each year. If not executed annually, commanders will execute at least two CMTC rotations during their command tour. Rotations will be executed in the Contemporary Operational Environment (COE). Based on availability, non-maneuver units such as corps or division separate brigades and battalions should look for opportunities to plan and execute training at an appropriate level at the premier training facility in the European theater.

2. 7ATC will continue to establish the framework for the COE. This training environment must support and duplicate the dynamic combat zone or battlespace we encounter on today’s complex and demanding battlefields and in the future (for example, unpredictable adversaries, asymmetrical threats, civilians on the battlefield, the media, international organizations, non-Governmental organizations, and a highly adaptive, free-thinking, capabilities-based opposing force).

3. Commanders must meet the requirements and milestones in [USAREUR Regulation 350-50](#) to ensure that rotations are designed to support the stated training objectives and are

provided the proper resources. Eliminate distractions to units training at the CMTC so that leaders can concentrate on the most important training opportunity of the year. Units and soldiers deserve the necessary predictability to properly prepare for CMTC rotations. All CMTC rotations will be scheduled with 7ATC and posted on the MTA calendar ([encl 1](#)). Changes to scheduled rotations should not take place in a given fiscal year in order to prevent disrupting National Guard opposing force (OPFOR) augmentation support and the contracting of other battlefield effects and services. I expect divisional general officers to be in residence at the CMTC during battalion-level maneuver periods in order to train and mentor our most precious resource: our subordinate leaders and soldiers.

(2) Deployment Readiness. USAREUR continues to refine its deployment base and the training support needed for deployment readiness. AE Regulation 525-1 will prescribe responsibilities, procedures, standards, and timelines for deploying forces. AE Regulation 525-2 will prescribe responsibilities, procedures, standards, and timelines for the EDRE Program. Deployment readiness also includes the integration of personnel recovery. Concentrate on meeting the USEUCOM requirement to train all USAREUR personnel in the Code of Conduct (level B) by 30 September 2004.

(a) Deployment Training. Make deployments second nature to our soldiers. A critical task for all USAREUR units is ensuring they have the skill sets to project power and effectively and efficiently deploy. Commanders will include deployment training in their training plans and maximize the use of available training time. Deployments to the CMTC and the GTA will be used as opportunities to conduct training on deployment related tasks. Your training must be comprehensive and address all deployment modes. Deployment planners, unit movement coordinators, and unit movement officers must exercise and maintain proficiency with the Joint Operations Planning and Execution System (JOPEs), the Joint Forces Requirements Generator (JFRG), and the Transportation Coordinator's Automated Information for Movement System (TCAIMS-II). Commanders must ensure they and their units have a complete understanding of their requirements for deployment processing at the installation staging area, Deployment Processing Center (DPC), and port of embarkation. Various training resources are available for use by all units in the central region. 7ATC has produced an instructional videotape on the DPC in coordination with the 21st Theater Support Command (21st TSC). In addition, both the DPC and GTA have full-size aircraft mockups to support deployment training. When executing movement by land, sea, or air from the central region to contingency theaters of operation, deploying forces will follow AE Regulation 525-1.

(b) Emergency Deployment Readiness Exercise (EDRE) Program. USAREUR units must be capable of rapidly deploying from the central region to accomplish assigned missions. The EDRE Program provides a means to exercise and observe plans and procedures that USAREUR units have developed to meet deployment requirements. This program provides guidance for conducting and evaluating unit and installation plans, procedures, and preparation

for limited and no-notice deployments. The USAREUR Immediate Ready Force (IRF) will conduct EDREs culminating with a deployment training event. These training events will test the IRF's ability to deploy within established guidelines and integrate heavy and light forces into unilateral and combined combat scenarios. Commanders two levels up will coordinate O/C coverage for these events, based on a schedule provided by V Corps.

(3) Sustaining METL Proficiency During SASOs. Many tasks conducted during SASOs are combat related. This may vary based on the unit type and the specific mission. While deployed, units must continue to conduct training on how to execute their wartime METL to the greatest extent possible. Commanders will concentrate their efforts on individual through platoon HIC-sustainment training, with a goal to train at higher echelons. Commanders must maximize the use of deployed training resources provided by the 7ATC Training Support Activity, Europe, in order to achieve the best possible sustainment training.

(4) Battalion External Evaluations (EXEVALs). All USAREUR divisional battalions will conduct an EXEVAL each year. EXEVALs will be conducted in a field environment in the live or constructive environment with properly trained O/Cs and evaluators providing training feedback. CMTC rotations and leadership-training program exercises meet this annual requirement. Echelons-above-division units are encouraged to conduct battalion EXEVALs each year. Corps attack helicopter battalions are also required to receive an annual EXEVAL by taking part in CTC rotations or in a CTC-related deep-attack operation exercise.

(5) Nonlethal Capabilities Training. Commanders will train nonlethal capability tasks only when preparing for CONOPS requiring this capability. (This policy does not apply to military police units.) Units will train as necessary to maintain METL-based proficiency. USAREUR will maintain nonlethal weapons (NLW) training capability by establishing nonlethal (NL) teams. These teams will consist of at least two (preferably three) qualified instructors who are graduates of the Interserve Nonlethal Individual Weapons Instructor Course (INIWIC). V Corps, 21st TSC, USASETAF, 1st Armor Division, 1st Infantry Division, 7ATC, the 18th Military Police Brigade, and each USAREUR maneuver brigade will maintain at least one trained and certified team at all times. Each USAREUR maneuver battalion will maintain at least one trained and certified instructor at all times. The 7ATC has developed a comprehensive training-support package to meet all individual, leader, and collective NL training requirements.

(6) Urban Operations and Military Operations on Urbanized Terrain (MOUT) Training. The frequency at which our forces are called on to conduct urban operations is increasing. For this reason, commanders will continue to emphasize training in urban environments and integrate the conditions of urbanization into their training. To support this effort, USAREUR is constructing a series of new urban-operations training facilities through FY 07. Until these sites are completed, we will continue to have access to adequate facilities (U.S. and host-nation) to meet our urban-operations training requirements. In addition, 7ATC has access to a MOUT

training-support package and can obtain allocations for the NATO Fighting in Built-Up Areas/MOUT Instructor Course.

(7) Force-Protection Training. Force protection remains a top priority for the Army in Europe. The uncertainty associated with the ongoing War on Terror compels us to admit the need to guard our installations and ourselves. In addition, commands need to understand and fulfill the training requirements attendant to performing guard duty. Make sure that your soldiers are fully screened, trained, and authorized to execute critical force-protection tasks according to [USAREUR Regulation 525-13](#) and [Army in Europe Command Policy Letter 23](#). To validate the effectiveness of our antiterrorism/force-protection plans, commanders of area support groups and base support battalions, under the authority of the United States Army Installation Management Agency, Europe Region Office (IMA-Europe), will conduct comprehensive force-protection exercises that involve every aspect of the installation plan. General officer senior tactical commanders responsible for force protection in their area of responsibility are the critical link to ensuring tactical unit support is provided to installation force-protection requirements. Commanders of deploying units must integrate force-protection training into predeployment training plans. This training must include the tactics, techniques, and procedures necessary to ensure that our soldiers have the tools they need to respond in an appropriate manner to the broad range of situations they are likely to encounter.

(8) Mass Casualty Evacuation Training. In coordination with IMA-Europe, senior tactical commanders must develop plans to effectively train for and execute mass-casualty evacuations for a multitude of situations. These include terrorist attacks, natural disasters, man-made catastrophes, and other hostile acts. Training will be conducted and executed according to USAREUR Functional Plan 4345-03. Units currently deployed in a hostile environment and those subject to frequent deployment need to pay particular attention to this requirement and should train at home station and while deployed to ensure the well-being of our soldiers and family members.

b. Joint Training and Component Exercises. FY 04 to 05 will require increased focus, participation, and effort in the Commander, USEUCOM, joint training program. We will expand V Corps' role as a joint task force (JTF) in URGENT VICTORY 04 and as a joint forces land component command (JFLCC) headquarters in Joint Chiefs of Staff (JCS) exercise AGILE LEADER 05. I also intend to continue concentrating on USASETAF as a core JTF headquarters and integrate it as part of the USAREUR primary training audience for the special operations exercise, noncombatant evacuation operations (NEO), and consequence management (CM) missions in JCS exercise AGILE RESPONSE 04. In addition, USASETAF will continue to support and participate in other component service JCS NEO and foreign humanitarian assistance (FHA) exercises in FY 05 and 06. We will continue to rehearse V Corps Theater Missile Defense (TMD) mission responsibilities during JUNIPER COBRA 05. Senior leaders in

AEAGC-TD-OPD

SUBJECT: USAREUR Command Training Guidance, FY 04-05

USAREUR will also continue to participate in annual USEUCOM Senior Commander Warfighter Seminars (SCWS) and Joint Commander Warfighter Seminars (JCWS).

(1) AGILE LEADER 04/URGENT VICTORY 04. USAREUR's number-one exercise priority for FY 04 is URGENT VICTORY 04, the BCTP/JWFC sponsored Warfighter for V Corps and 1AD currently scheduled for 21 to 27 April 2004 (9 to 28 Apr inclusive dates). This exercise, the first proof of principle JTF WFX, will train and certify V Corps headquarters as a JTF. We will leverage the participation of USEUCOM and other service and functional components to achieve our joint exercise goals and objectives. The BCTP and JWFC will combine Title 10 and joint training capabilities to make this exercise a reality and ensure that we can certify V Corps as a fully trained and operational JTF for the theater. The 1AD WFX will remain strictly a service component exercise, but will be embedded in the Corps WFX. This capstone event will be a major break from the traditional BCTP Title X WFX exercise planning and execution and will require the entire HQ USAREUR/7A and major subordinate command staffs involvement, participation, and support.

(2) AGILE RESPONSE 04. The CM mission requirements of this exercise will involve forces from the HQ USAREUR/7A and major subordinate command staffs and units as we prepare to support the Summer Olympics in August 2004. USASETAF will have the lead to plan and coordinate USAREUR's exercise requirements and our operational support and participation in this mission rehearsal exercise (MRX). I expect HQ USAREUR/7A and USASETAF staff principals to fully engage in the design, planning, preparation, and execution of this exercise. Early identification of joint-manning and unit requirements and full participation by the staff of both HQ USAREUR/7A and USASETAF in the pre-exercise planning and training events are key to the successful execution of AGILE RESPONSE 04 and preparation for participation in the operational mission.

(3) AGILE LEADER 05. This exercise is scheduled as a USAREUR-led USEUCOM Joint Force Commander (JFC) headquarters exercise. V Corps will also provide the core of a three-star JFLCC as a secondary training audience. I expect HQ USAREUR/7A staff principals to fully engage in all aspects of the design, planning, preparation, and execution of this exercise.

(4) AGILE RESPONSE 05. AGILE RESPONSE 05 is a USAFE- and 3d Air Force-led JTF headquarters exercise concentrating on FHA. USASETAF will again provide most of the Army augmentees to the JTF headquarters.

(5) JUNIPER COBRA 05. JUNIPER COBRA 05 is a V Corps TMD responsibility. This exercise will concentrate on deploying TMD assets into a joint operations area, reconnaissance of real-world battle positions, Patriot live-fire, and the activation of a V Corps-led TMD JTF that links into a joint coalition command and control system.

(6) IMMEDIATE RESPONSE 04 and 05. USEUCOM supported USAREUR's request to add IMMEDIATE RESPONSE to the JCS joint training master schedule in FY 04 and FY 05 and JCS has approved. This exercise is designed to demonstrate USEUCOM's ability to rapidly deploy a tailored immediate reaction force. The exercise concentrates on joint and combined interoperability, theater NEO capabilities, and engagements with partner nations; it also leverages strategic mobility to respond to emerging contingencies. Recognition of the exercise as a JCS event will significantly enhance USAREUR initiatives to increase the level of joint participation and provide increased opportunities to develop emerging theater joint tactics, techniques, and procedures (JTTPs).

(7) VICTORY STRIKE. VICTORY STRIKE is a V Corps-directed, USAREUR-supported, corps-level, force-on-force exercise conducted each year to train and exercise live-fire deep-strike operations in a joint and combined environment using advanced aviation and artillery gunnery. USEUCOM supported USAREUR's request to add VICTORY STRIKE to the JCS joint training master schedule in FY 04 and 05 and JCS approved. Recognition of the exercise as a JCS event will significantly enhance USAREUR initiatives to increase the level of joint participation and provide increased opportunities to develop emerging theater JTTPs. However, we need to ensure that VICTORY STRIKE remains an aviation capstone training event and prevent USAREUR support requirements from increasing with each iteration.

(8) 1ID WFX. 1ID is scheduled to conduct its Warfighter in early FY 04. Because the V Corps staff is not available to plan, coordinate, and execute this exercise, HQ USAREUR/7A and major subordinate command staffs will have additional requirements. The exercise is scheduled for 13 to 17 December 2003 (2 to 18 Dec 03 inclusive dates). The CSA has directed that this WFX include the new DEPEX model, which will serve as a proof of principle test for the Army. This same model will be used for the V Corps WFX URGENT VICTORY 04.

c. Combined Training and Security Cooperation Programs. USAREUR commanders are increasingly called on to lead complex, multinational operations in challenging environments. This fact, ongoing coalition support to the war on terrorism, our enduring responsibilities in NATO, and our combined operations in Multinational Division (North) in Bosnia and Multinational Brigade (East) in Kosovo reinforce the need for USAREUR units to maximize combined training. With few exceptions, future USAREUR operations will be within the context of multinational force structures. Although combined training is uncommon in the continental United States (CONUS), USAREUR has unique multinational-training opportunities and responsibilities. USAREUR trainers must be aware of the changing nature of combined training and must be skilled in using a program of diverse security-cooperation activities to enhance combined training. [Enclosure 2](#) provides combined exercises involving USAREUR during FY 04-05. Security-cooperation events should include out-of-sector training to enhance training opportunities and increase deployment readiness throughout USAREUR. The training focus is for platoon, company, and battalion collective events to expand on home-station training that

concentrates on individual, crew, and squad. At present there is no funding for current models associated with out-of-sector training. Therefore, planners for out-of-sector training need to ensure that such training opportunities also fulfill existing training requirements outlined in [USAREUR Regulation 350-1](#) to maximize efficiency. This will allow us to strike a balance between security cooperation and our METL-based training requirements. The 7ATC will approve all out-of-sector training locations ([USAREUR Reg 350-10](#)) and events ([USAREUR Reg 350-1](#)) as the proponent for training.

(1) NATO Combined Training Programs. Our leadership role in multinational relationships in NATO is of central importance. This manifests itself in our involvement in the ACE Rapid Reaction Corps, the V U.S.-German Corps, and the II German-U.S. Corps. The NATO-adopted Defense Capabilities Initiative (DCI) identifies five general program areas to improve alliance capabilities: Mobility and Deployability (the ability to deploy forces quickly to where they are needed), Sustainability (the ability to maintain and supply forces far from their home bases and to ensure that sufficient fresh forces are available for long operations), Effective Engagement (the ability to successfully engage an adversary in all types of operations, from high to low intensity), Survivability (the ability to protect forces and infrastructure against current and future threats), and Interoperable Communications (command, control, and information systems interoperability). The DCI priorities give us the opportunity to synchronize our training with the needs of our Allies. Additionally, our recent NATO missions have made combined training in an operational context common in USAREUR. We must continue to emphasize this unique aspect of USAREUR training.

(a) NATO Readiness Exercises. USAREUR will continue to work with the Supreme Headquarters Allied Powers Europe (SHAPE) and USEUCOM to focus exercises on CM and conflict resolution rather than on Article V scenarios (NATO scenarios for combat and noncombat operations) and to enhance simulation capabilities in NATO exercises. This will improve USAREUR's interoperability, flexibility, and mobility of multinational formations.

(b) Partnership for Peace Exercises (PfP). PfP exercises develop the capabilities of partner-nation forces to operate with NATO and U.S. Forces. PfP exercises are scheduled by NATO and USEUCOM and conducted by NATO or USEUCOM component commands. PfP exercises enhance coalition interoperability while providing engagement and readiness training to U.S. units.

(c) Operational Engagement. Operational engagements allow USAREUR units to conduct training in conjunction with the execution of NATO missions, particularly in the Balkans. Operational engagements provide units interoperability experience as a result of performing mission-related tasks (staff planning, combined patrols, and other operations) with our Allies and partners. Rapid Guardian is an example of an exercise that demonstrates NATO's ability to rapidly reinforce KFOR, rehearse rapid-deployment capability, and conduct combined

patrols and operations military engagement. Combined MRXs are another example of operational engagements that provide interoperability training and experience to the USAREUR and foreign units that take part.

(2) USEUCOM Combined Training Programs.

(a) In Support Of (ISO) PfP Exercises. ISO PfP exercises are scheduled by USEUCOM and conducted by USAREUR. These exercises develop the capabilities of partner forces to better operate with NATO, the United States, and other partner nations. They enhance coalition interoperability and provide readiness training to U.S. units.

(b) Medical Outreach (Medical Capabilities (MEDCAP) Exercises, Medical Central and Eastern Europe (MEDCEUR) Exercise, and Medflag). These exercises improve interoperability, enhance medical capability, and provide humanitarian assistance and humanitarian civic assistance. They involve disease surveillance, preventive-medicine training, scientific exchange, and mass-casualty training.

(3) USAREUR Combined Training Programs.

(a) Exchanges. Exchange programs allow individual units from Allied or partner nations to host or be hosted by USAREUR counterparts for the purpose of combined training. These programs provide unit training and enhance interoperability with foreign militaries.

(b) Project Partnership. Project Partnership helps develop relationships and enhance interoperability between the United States and its NATO Allies. This program, which is based on our NATO relationships, is adapting to significant changes, such as partnerships with new NATO members and the ongoing restructuring of the *Bundeswehr* and Italian Army. The intent of Project Partnership is to enhance operability with NATO Allies by concentrating training activities to support DCIs and to create a cohesive atmosphere between USAREUR and Allied units. This program may be extended in the future to include select, non-NATO countries. Current examples of changing or newly established partner relationships include the 1st Armored Division with the 25th Mechanized Brigade, the 1st Infantry Division with the 7th Mechanized Brigade, the 173d Airborne Brigade with the 6th Air Assault Brigade, 21st TSC with both the German Joint Support Command and the 10th Logistics Brigade, and the 130th Engineer Brigade with the 5th Engineer Regiment. In addition, the military cooperation initiative with Poland will greatly affect Project Partnership as USAREUR determines how best to support the initiative.

(c) Bilateral Exercises. Bilateral exercises are USAREUR-initiated exercises incorporating Allied or partner forces. These exercises improve the interoperability of equipment and military formations and the proficiency of participating nations, and provide readiness training to U.S. units.

(d) Mission Rehearsal Exercises (MRXs). These exercises prepare units for upcoming deployments, including those to the Balkan theater. Although we expect that Reserve Component divisions will provide the forces for SFOR and future KFOR rotations, USAREUR will be responsible for conducting the MRXs to validate their pre-deployment training. These exercises will continue to take place at the CMTTC. USAREUR is planning to conduct four MRXs in FY 04 (two each for KFOR and SFOR) and four more in FY 05, covering SFOR rotations 15 to 18 and KFOR rotations 5B to 7A.

(e) Arms-Control Training. Arms-control training helps USAREUR units prepare for arms control inspections.

d. Leader and Individual Training.

(1) Leader Development. Leader-development programs must address the needs of officers, warrant officers, noncommissioned officers (NCOs), and civilians. Commanders must publish and distribute their plans and ensure all leaders in their command understand them.

(a) USAREUR leader-development programs are designed and implemented at battalion and higher level. These programs must concentrate on improving the fighting force. To do this, leader-development programs must be:

1. Battle-focused.
2. Tailored to provide training in leadership skills required by the unit METL and to meet the professional-development needs of subordinates.
3. Linked to a common framework, such as battlefield operating systems or the nine leadership competencies explained in FM 7-0.

(b) Leader-development programs must build a strong chain of command. The commander's intent for the program must be clearly stated. Commanders must create a command climate that supports open, candid, and effective communication built on trust, respect, and confidence. They must also develop adaptive, flexible leaders who understand the parameters of decision-making. Essential training objectives of a leader-development program include—

1. Making maximum delegation of authority the standard.
2. Building disciplined initiative.
3. Developing operational flexibility.

4. Fostering innovation.
5. Creating an environment in which leaders and soldiers are not afraid of making mistakes.
6. Stressing the importance of accountability.

(2) Officer Professional Development (OPD) and Noncommissioned Officer Development Program (NCODP).

(a) OPD. Commanders will design their OPD programs to foster the warfighter spirit. Use your OPD program to reinforce among your officers the fact that we belong to a guild of warfighters built with a common bond. You must train immediate subordinates to take your place and perform your job in combat. To be a high-quality learning experience, OPD events must be well planned and supported by sufficient resources; they must not be considered routine training events. Use proper planning and coordination to ensure that all OPD events are executed to a high standard.

(b) NCODP. The NCODP must emphasize the same principles as OPD programs. A strong NCO support chain is the key to effectively accomplishing the unit mission. Commanders must have an organized program designed to teach junior leaders to accept increased responsibility. NCODPs teach NCOs how to expand their leadership skills and perform collective combat tasks. NCOs must understand the tasks and standards at one rank above their own in order to communicate tasks and standards to their soldiers. As with OPD, use proper planning and coordination to ensure that all NCODP events are executed to a high standard.

(3) Sergeants Time Training. This training is a vital part of any unit's weekly training plan and provides an excellent opportunity to build combat-ready junior leaders, squads, and teams. I expect commanders at all levels to protect this training event by maximizing participation and minimizing distracters. [*Army in Europe Command Policy Letter 7*](#) supplements existing policy in [*USAREUR Regulation 350-1*](#) and provides clear guidance on my expectations for this event.

(4) Physical Fitness Training. Physical fitness is a cornerstone of building warriors who can fight and win on the modern battlefield. Commanders and leaders must review and follow the guidance in [*Army in Europe Command Policy Letter 8*](#), Physical Fitness Programs. Units must have creative and innovative physical training programs. Merely passing the Army physical fitness test should not be the goal; soldiers must be fit to survive in combat. Leaders at all levels must encourage soldiers to improve their personal physical fitness on their own as part of the ethic of being a combat-ready soldier. We must instill in our soldiers the mental and physical strength required to survive and win in combat.

(5) Drivers Training. Drivers training remains an important requirement for commanders of battalions and separate companies. Our drivers must be properly trained and licensed. Commanders will ensure that their drivers training programs are comprehensive by including various components, ranging from operator maintenance to driving under various conditions. Because of a recent increase in accidents in the Army related to driving with NVDs, commanders will place special emphasis on this area. The Combined Arms Training Center (CATC) recently developed a drivers training course, available on computer diskette, for battalion and separate company-level drivers training NCOs. This course provides NCOs the tools they need to establish and maintain high-quality unit-training programs.

(6) Maintenance Training. Maintenance training is an area that requires constant command emphasis and involvement. Leaders face many challenges related to maintenance knowledge and proficiency. CATC recently developed a series of courses that provide sustainment and reinforcement training for mechanics, operators, and maintenance managers. These courses are offered in residence at CATC and by Mobile Training Team (MTT).

(7) USAREUR Institutional Training Requirements. CATC will continue to provide training courses to meet the requirements in [enclosure 4](#). The requirements for institutional training in USAREUR will continue to increase as the United States Army Training and Doctrine Command (TRADOC) changes the structure of the institutional training base. Soldiers will have the opportunity to attend more Noncommissioned Officer Education System (NCOES) courses and other senior NCO development courses (for example, the Battle Staff Noncommissioned Officer Course and the First Sergeant Course) in theater rather than attending them in residence. The decentralized approach to institutional training in the Army requires commanders at all levels to be aware of and monitor the progress of their soldiers enrolled in these courses. [Enclosure 4](#) provides the CATC schedule of courses.

(8) Off-Duty Education. Off-duty education is an important way to improve the overall skills and abilities of the fighting force. The development of individual soldiers improves their performance and enables them to reach their career goals. We must support off-duty education.

8. Training Resources. Our primary leadership mission is to ensure we develop those soldiers and officers who will lead our forces in future engagements and missions. The only way we can hone their skills is by placing them in a training environment where they can experience the most demanding missions possible. By creating an integrated relationship between live, virtual, and constructive training tools, we can provide field commanders the best-trained soldiers, leaders, and units possible. The Army has a strong history of using simulations and simulators for individual, crew, and unit-training events. Much of the success our units enjoyed in recent combat and peace operations can be derived from our use of high-fidelity, individual and crew stand-alone mission simulators and multifunctional constructive simulations. As we look into the future, the development of new simulation and simulator technology will provide us the essential

tools not only to train our individuals and crews, but to allow USAREUR air and ground units, with their staffs, to train together for a variety of combat, stability, and support operations under some of the most demanding conditions. Simulators and simulations will never fully replace live training events. Soldiers require a baseline of hands-on experience that can be gained only through realistic training on actual equipment in tough, demanding conditions. This baseline, called situational experience, is the basis for success. Only when this solid foundation of situational experience is established can we begin to fully exploit the tremendous potentials of simulators and simulations to enhance mission readiness.

a. Distance Learning (DL) and MTTs. DL increases educational opportunities for both soldiers and DA civilians. Commanders will enforce the requirement to provide duty time for soldiers to complete DL courses that they would normally attend at CONUS institutions in a temporary-duty status. DL facilities use interactive, multimedia technology and the Internet to bring instruction from TRADOC schools and CATC to soldiers in USAREUR. Commanders can support the growth and benefit of DL by identifying their needs and developing internal strategies to meet unit-training requirements. CATC will continue to provide selected courses by MTT to meet unit needs for high-demand courses. In some cases, when an MTT is approved, a resident course may have to be canceled because of conflicting requirements for resources and manpower.

b. Live Training Environment. Commanders will continue to use live training as the environment of choice. However, commanders will use the other environments for preliminary or “gate” training events to ensure the most benefit is obtained from the live-training event. USAREUR MTAs may be used to meet live-training requirements. Local training areas provide limited support to live training above the platoon level. Commanders can meet the objectives of their training programs by maximizing the use of these resources and complementing them with the use of other non-U.S.-controlled training areas. Excellent training aids and devices are available in theater that are capable of adding realism and providing high-quality training feedback during live-training events.

c. Virtual Training Environment. The virtual environment is a major part of the USAREUR home-station training program and should seriously be considered as a supplement to live training when developing your overall training strategy. Virtual systems are the primary means for training individual through company collective tasks to prepare for live training. Although platoon and company collective-training capabilities in USAREUR are limited, commanders should seek the opportunity to leverage available resources in their training programs.

(1) Mobile Close Combat Tactical Trainer (CCTT) Fielding in FY 05. The latest fielding plan calls for USAREUR to receive two mechanized platoons, a tank platoon, and company augmentations to give us a mechanized company or team capability in FY 05 and the rest in FY 06 (pure mechanized and armor companies).

(2) Completion of USAREUR M1A1 Conduct-of-Fire Trainer (COFT) Advanced Gunnery Training System (C-AGTS) Fielding in FY 04. The USAREUR M1A1 C-AGTS (formerly the M1A1 COFT/platoon gunnery trainer (PGT) Re-host) fielding is scheduled to begin in the third quarter of FY 03 and end during the first quarter of FY 04. This fielding will replace all of USAREUR's M1A1 aging COFTs and PGTs with new C-AGTS software and hardware.

(3) Additional EST Fielding (Tentative) in FY 04. USAREUR is tentatively scheduled to receive 14 5-lane ESTs for fielding in the Central Region starting in early FY 04. Fielding will extend to sites beyond the footprints of core maneuver brigades. This will give USAREUR almost half of its basis-of-issue plan. Fielding is planned to continue at the same rate each year through FY 06.

(4) Field Heavy Truck Driver Simulator (U.S. Army Operator Driver Simulator (USAODS)) in FY 04 and FY 05. The new driver simulators are high-tech, full-motion, full-task trainers that provide the feel and fit of the M939, the Family of Medium Tactical Vehicles (FMTV), M915, the Heavy Expanded Mobility Tactical Truck (HEMTT), the Palletized Loading System (PLS), and Heavy Equipment Transporter (HET) vehicles. This student training station includes a reduced-width HEMTT/PLS or FMTV cab surrounded by three visual display units with operator/instructor station space and climate-control environment. They will be located at the USAREUR drivers academies in Dexheim, Kaiserslautern, Kitzingen, Mannheim, and Vilseck, Germany.

(5) CH-47 Flight Simulator and UH-60 Flight Simulator Upgrades. The CH-47 Flight Simulator upgrade will be complete in the second quarter of FY 05. The UH-60 Flight Simulator upgrade will be complete in the third quarter of FY 05. These upgrades are based on upgrades completed at Fort Campbell and Korea. They will include the same capabilities with the addition of a new, generic terrain database with geospecific instrument-gaming areas and some additional aircraft concurrency upgrades. One CH-47 Flight Simulator is in Mannheim, Germany. Two UH-60 Flight Simulators are in Hanau and Illesheim, Germany.

(6) Multiple Integrated Laser Engagement System (MILES) XXI Fielding by FY 05. MILES XXI is the next-generation family of live-training devices in support of force-on-force training. MILES XXI will replace our current legacy MILES I at the CMTC that has been used by our soldiers for the past 20 years. This system provides real-time casualty effects necessary for tactical-engagement training in direct-fire, force-on-force training scenarios. MILES XXI allows training at the CMTC as a combined-arms team with realistic casualty assessment. One of the capability improvements of MILES XXI is that it is ready to use through serial, external-interface ports.

(7) The Longbow Crew Trainer (LCT). The LCT provides a complete and dynamic, state-of-the-art simulation of the Apache Longbow AH-64D helicopter. The LCT trains AH-64D crews to use the aircraft's night-vision systems, Aircraft Survivability Equipment (ASE), digital communications, weapon capabilities, and flight characteristics against a digital OPFOR. The Army's LCT #12 is at the 6th Squadron, 6th Cavalry Regiment, in Illesheim, Germany. LCT #18 is projected to be fielded to the 2d Squadron, 6th Cavalry Regiment, in FY 04; LCT #16 to the 1st Battalion, 1st Aviation Regiment, in FY 05; and LCT #23 to the 1st Battalion, 501st Aviation Regiment, in FY 06.

d. Constructive Training Environment. USAREUR is leading the Army in the use of simulations and has the most robust simulations program in the Army. USAREUR's Warrior Preparation Center (WPC) and Directorate of Simulations (DOS) provide an outstanding constructive simulations capability that commanders can leverage to meet varied training needs. When required and coordinated, simulation assets from either location can be deployed to support training events as evident in the VICTORY STRIKE series of exercises. Because of its extensive modeling and simulation program, the WPC has an excellent analytical capability that can be used for CONOPS and training requirements. Furthermore, the WPC has established hardware and software connectivity with USAFE to facilitate air-ground integration training. The constructive environment will remain the primary means of training division through JTF echelons, but it can be exploited to support critical component of battalion- and brigade-level training. USAREUR's simulation infrastructure at the WPC, DOS, and home-station locations allows commanders to practice "blocking and tackling" in a synthetic environment, so that live training will be more effective and efficient. As USAREUR units field digital Command, Control, Communications, Computers, and Intelligence (C4I) systems, leaders at all levels must develop training plans to ensure their organization understands the capabilities and employment of their digital systems in order to gain and maintain information dominance. Short of actual field employment, constructive simulations provide the only means to train brigade- and higher-level units on the employment, exploitation, and integration of Army Battle Command and joint Command, Control, Communications, Intelligence, Surveillance, and Reconnaissance (C4ISR) systems.

(1) As noted above, commanders in USAREUR are fortunate to have access to a variety of constructive simulation tools within the theater. Commanders should become familiar with these tools and effectively integrate them into their training strategies. The modeling and simulation experts within the divisions, the DOS, and at the WPC are ready to help commanders develop constructive training programs. The key tools that commanders should be familiar with are as follows:

(a) The Corps Battle Simulation With Run Time Manager (CBS-RTM). The CBS-RTM is used to support division and higher BCTP warfighter exercises.

(b) The Digital Battlestaff Sustainment Trainer (DBST). The DBST is used to support corps and lower Command Post Exercise (CPX) training and provides digital stimulation and simulation of C4I systems.

(c) The Joint Deployment Logistics Model (JDLM). The JDLM is a state-of-the-art, high-resolution, deployment- and logistics-training simulation. It can be used for deployment and logistics operational analysis and for tracking real-world deployments. The JDLM is primarily located at the 21st TSC and USASETAF, but will be distributed throughout V Corps in FY 03.

(d) Joint Conflict and Tactical Simulation (JCATS). The JCATS is a joint, high-resolution constructive simulation similar to Joint Army Navy Uniform Simulation (JANUS). The JCATS is available at each brigade combat team footprint, at USASETAF, and at 21st TSC.

(2) USAREUR is leading the Army in linking live virtual and constructive training environments. Our VICTORY STRIKE series of exercises were linked to live-instrumented ground and air systems by the DBST. This is one example of the work 7ATC has done in this area. Commanders are encouraged to explore ways of enhancing training and making it more effective through the integration of multiple training environments. At the CMTC, we will integrate the live and constructive environments to realistically simulate brigade Army battle command systems and to extend the CMTC “dirt” so brigade commanders can fight their full brigades with one task force in the “box” and the others in simulation. This will also be a capstone digital training event for brigade commanders and will require full participation of all C4I systems.

(3) Map and graphics support for simulation models and CONOPS comes from the TerraSim Lab at the GTA. This is a 7ATC-operated digital terrain lab that is devoted to building and manipulating digital terrain for training and CONOPS. This terrain lab has a state-of-the-art capability that may be used by commanders at any level.

e. Training Ammunition. All training ammunition is closely procured, distributed, and authorized each fiscal year by the Deputy Chief of Staff, G3, DA. Major Army commands and subordinate units receive all authorizations through the DA Training Ammunition Management Information System - Redesigned (TAMIS-R). [*USAREUR Regulation 700-130*](#) explains how to obtain access to the TAMIS-R. Authorizations for class V to support training are based on the authorizations in DA Pamphlet 350-38. Battalion and company commanders must know the qualification requirements for weapons organic to their unit and forecast authorizations provided in the TAMIS-R to meet training objectives.

f. NATO and Foreign Training Areas and Ranges. Although we still execute most of our training program in the central region, we are beginning to move more of our exercises and training into eastern and southern Europe. I expect that during FY 04 and 05 we will continue to

expand out-of-sector training opportunities for USAREUR soldiers. The use of forward operating locations in countries such as Romania, Bulgaria, and Poland will facilitate the support of this effort. This initiative provides excellent deployment training and supports USEUCOM's security cooperation strategy. It also allows our units to exploit combined-arms training opportunities in areas where constraints on training may be less severe. Finally, it breaks some of our long-standing training paradigms by forcing soldiers to think on their feet as they train on completely new terrain. [AE Regulation 350-10](#) provides a list of foreign training areas and ranges, their capabilities, and scheduling procedures. These training areas require close coordination and agreements with the host countries. Commanders should therefore plan early (about 12 to 18 months in advance) to ensure training-area availability.

9. Training Management.

a. Training-Management Process. The proper planning and preparation of training is hard work, but it vastly improves readiness and increases predictability. We must make the doctrinal training-management process work within the context of the USAREUR training environment.

(1) FM 7-0 and FM 7-1 state that training will be “locked in” 6 weeks in advance. Changes to the schedule within 3 weeks before the training should be avoided, except to accommodate major taskings from higher headquarters.

(2) [Appendix E to USAREUR Regulation 350-1](#) provides a single-source reference for all mandatory training and certification requirements in USAREUR through a series of easy-to-understand tables. Commanders must review and comply with these training and certification requirements. In so doing, we must all remember that we cannot do everything. For this reason, commanders will carefully assess their units' needs and prioritize their training programs to concentrate on those requirements their units most need to meet.

(3) Commanders use the eight step model to organize and record planning progress. These steps will allocate time for executing each step by integrating the steps directly in unit training schedules. This kind of detail ensures proper preparation for upcoming events and maximizes the efficient and effective expenditure of limited time and resources. The eight-step training model also provides a means for creating continuity for similar training events in the future.

(4) Because deployments are an inherent part of training in USAREUR, our training management systems must also anticipate the return of deployed units. All commanders are responsible for ensuring their soldiers' safe return to their families and loved ones. Therefore, commanders need to develop plans to make this happen. Fort Bragg has developed and published a three-phased operation consisting of reception, recovery, and reintegration that addresses these needs. Commanders are encouraged to consider this program as they develop or modify their

own redeployment and reintegration training. [Army in Europe Command Policy Letter 2](#), Welcome Home and Reintegration of Redeploying Personnel, provides additional guidance.

(5) Finally, we must manage our training within the parameters of the bilateral agreement signed by USAREUR and the German Federal Ministry of Defense (MOD) in 1993. This agreement stipulates that live-fire outside specified times requires an approved waiver from the MOD. Commanders should plan their MTA training accordingly.

b. Focused Collective and Individual Training Time. Leaders must have dedicated time to train their soldiers and small units on tasks they determine, based on the unit METL and their training assessments. Battalion and brigade commanders will protect and provide resources for these training periods by using red-amber-green or red-green training cycles as outlined in FM 7-0. They are also responsible for protecting and ensuring the quality of Company Commanders Training and Sergeants Time Training.

c. After-Action Reviews (AARs) and Training Assessments. Commanders will make AARs a planned activity in all training events and ensure that leaders are certified to conduct AARs. Observations made during AARs will be used to support unit-training assessments. Commanders must conduct regular training assessments as part of their training-management reviews. Frequent, informal assessments made during training meetings or after training events and formal assessments performed after major training events will provide commanders an accurate overview of unit proficiency. Training assessments keep the unit-training program relevant and ensure training resources are used effectively.

10. Training Enablers.

a. Equipment Maintenance and Accountability. Maintaining equipment at TM 10/20 standards is a commander's responsibility. We must instill in our soldiers pride of ownership in their equipment. All personnel must understand and meet their responsibilities for equipment maintenance and accountability. The commander's presence in maintenance areas; excellence in shop operations and services; a comprehensive, post-operations training event recovery and inspection program; and "by-the-book" Preventive Maintenance Checks and Services (PMCS) are needed for effective materiel readiness.

b. Safety. The job of soldiering is tough and inherently dangerous. Safety, both air and ground, must be woven into everything we do. For this reason, commanders must continue to stress the importance of safety with their soldiers. Aviation operations in particular involve inherently higher risk (higher probability of accidents and more severe consequences) than most ground operations. Because of this, commanders of units involved in aviation operations will emphasize protecting the force. In addition, commanders, supervisors, and safety managers at every level must comply with all policy related to aviation safety defined in AR 95-1, AR 385-

95, TC 1-210, and FM 1-300. Before every ground and aviation training event, commanders will conduct risk assessments and take appropriate action to reduce risks and manage residual risk according to FM 100-14. Leaders must understand and successfully apply the risk-management process to conserve our combat power and resources. The newly established DA Commander's Safety Course (CSC) is a 30-hour, web-based program of instruction that is critical to ensuring that commanders know how to apply the principles of risk management.

(1) Company grade officers will complete the CSC before assuming command. Brigade commanders will certify that their officers have successfully completed the CSC before assignment as company commanders.

(2) Brigade and battalion-level command designees will complete the CSC before attending the Fort Leavenworth pre-command course. For officers who are selected to attend the pre-command course, the Army Training Requirements Resources System (ATRRS) will enroll them automatically in the CSC. Upon enrollment, pre-command designees may register for the CSC and check course completion status on-line at <https://www.aimsrdl.atsc.army.mil/>.

c. Force Modernization.

(1) USAREUR has already begun receiving M1A1 Abrams Integrated Management (AIM) tanks; fielding will be completed in late FY 03. The initial conversion of one of four units to the Apache Longbow helicopter began in FY 01 and was completed in FY 02. Additional conversions will occur in FY 03, FY 04, and FY 06. Future communications systems, such as the Secure Multichannel Anti-Jam Terminal and the Super-High Frequency Tri-Band Advanced Range Extension Terminal (STAR-T) at the theater level, will enhance our communications capability.

(2) Future fieldings include the Javelin antitank weapon for our divisions (in FY 03), the tactical unmanned aerial vehicle (in FY 04), and the Force XXI Battle Command Brigade and Below (FBCB2) digital command and control system (in FY 07). If funded, the proposed recapitalization program for M2/M3 Bradley fighting vehicles will bring USAREUR divisions to the same logistic footprint and significantly closer to digitized M2/M3A3 units in CONUS.

(3) All these systems will require new equipment training. We must give our soldiers the time needed to attend this and other associated training as each system is fielded. [Enclosure 2](#) provides major force-modernization-related fieldings for FY 04-05.

11. Conclusion.

a. USAREUR is the Army's largest forward deployed and strategically positioned power projection force. Our soldiers are the most highly respected and best trained warriors in the

AEAGC-TD-OPD

SUBJECT: USAREUR Command Training Guidance, FY 04-05

world. They have proven that they are agile, flexible, and responsive. Maintaining their training excellence begins with tough and realistic training, always conducted to standard. [USAREUR Regulation 350-1](#) establishes our requirements and sets the standards, while FM 7-0 and FM 7-1 provide the doctrinal foundation for managing and supporting our training.

b. Our training program is designed to sustain and strengthen our component core competencies. It also ensures USAREUR's ability to provide capable land forces to USEUCOM or any other joint or combined headquarters as directed. It tailors and adapts the theater strategic sustainment base to support power-projection operations anywhere in the world. In this way, it enables USAREUR to respond to crises and contribute to regional stability throughout the USEUCOM area of responsibility. While doing so, it also ensures that we protect the force and sustain the quality of life for our soldiers, civilians, and family members.

c. The Army and USAREUR have long recognized that the nature of the contemporary strategic environment demands that we change. The reality of that environment is that we face forces and ideologies in the global War on Terror that bring about a high level of uncertainty. However, our commitment to training excellence is unwavering. As USAREUR continues to respond to the missions and requirements of today, we will remain a flexible, agile, and responsive force to meet the challenges of tomorrow. By embracing change, and leading it when possible, we will sustain our record of unsurpassed excellence and continue to remain "On Point for the Nation."

5 Encls



B. B. BELL
General, USA
Commanding

1. 7ATC MTA Calendar (<https://trms.7atc.army.mil/>)
2. USAREUR Master Plan (<https://www.odcsops.hqusareur.army.mil/>)
3. [USAREUR Regulation 350-1, appendix E, table E-1](#) (USAREUR Consolidated Common Military Training Requirements)
4. 7ATC School Schedule (<https://www.catc.7atc.army.mil/>)
5. [References to the FY 04-05 CTG](#)

DISTRIBUTION:
A (AEPUBS)

REFERENCES

- AR 34-1, International Military Rationalization, Standardization, and Interoperability, 15 February 1989 (http://www.usapa.army.mil/pdffiles/r34_1.pdf)
- AR 95-1, Flight Regulations, 1 September 1997 (http://www.usapa.army.mil/pdffiles/r95_1.pdf)
- AR 350-1, Army Training and Education, 9 April 2003 (http://www.usapa.army.mil/pdffiles/r350_1.pdf)
- AR 385-95, Army Aviation Accident Prevention, 10 December 1999 (http://www.usapa.army.mil/pdffiles/r385_95.pdf)
- DA Pamphlet 350-38, Standards in Weapons Training, 1 October 2002 (<http://www.atsc.army.mil/atmd/strac/stracweb.asp>)
- FM 1-300, Flight Operations Procedures, 15 July 1998 (<http://www.adtdl.army.mil/cgi-bin/atdl.dll/fm/1-300/toc.htm>)
- FM 7-0, Training the Force, 22 October 2002 (<http://www.adtdl.army.mil/cgi-bin/atdl.dll/fm/7-0/fm7-0.htm>)
- FM 7-1, Battle Focused Training (Final Draft), 15 January 2003
- FM 100-14, Risk Management, 23 April 1998 (<http://www.adtdl.army.mil/cgi-bin/atdl.dll/fm/100-14/default.htm>)
- Training Circular 1-210, Aircrew Training Program Commander's Guide to Individual and Crew Standardization, 3 October 1995, Change 1, 8 January 1996 (<http://www.adtdl.army.mil/cgi-bin/atdl.dll/tc/1-210/chg1toc.html>)
- USEUCOM Directive 55-11, Joint Task Force Headquarters Policies, Procedures and Organization, 14 August 2001 (<http://www.eucom.mil/Directorates/ECJ1/index.htm?http://www.eucom.mil/directorates/ecj1/publications/ed/edmain.htm&2>)
- USEUCOM Training Guidance FY 04-FY 09, 17 October 2002
- [*Army in Europe Regulation 350-10*](#), Allied and USAREUR Major Training Areas, 10 April 2003
- [*USAREUR Regulation 350-1*](#), Training in USAREUR, 22 July 2002
- [*USAREUR Regulation 350-2*](#), Project Partnership, 22 May 2001
- [*USAREUR Regulation 350-50*](#), Combat Maneuver Training Center, 4 August 1994
- USAREUR Regulation 525-13, Antiterrorism/Force Protection: Security of Personnel, Information, and Critical Resources, 1 February 2000 (<http://www.odcsops.hqusareur.army.smil.mil>)
- [*USAREUR Regulation 700-130*](#), Training Ammunition Management, 9 May 2002
- [*Army in Europe Command Policy Letter 2*](#), Welcome Home and Reintegration of Redeploying Personnel, 7 May 2003
- [*Army in Europe Command Policy Letter 3*](#), Safety, 4 May 2003
- [*Army in Europe Command Policy Letter 7*](#), Sergeants' Time Training, 4 May 2003
- [*Army in Europe Command Policy Letter 8*](#), Physical Fitness Programs, 4 May 2003
- [*Army in Europe Command Policy Letter 14*](#), Company Commander/First Sergeant Course, 14 March 2003
- [*Army in Europe Command Policy Letter 23*](#), Force Protection, 4 May 2003
- USAREUR Mission Statement and Mission-Essential Task List (METL) (<http://www.hqusareur.army.mil/nurevision%20files/missionstatement1.htm>)